



LONDON FIRE BRIGADE

LFC-23-069

Response Strategy 2023 - 2026

Report to:

Commissioner's Board
Fire and Resilience Board
London Fire Commissioner

Date:

12 July 2023
25 July 2023

Report by:

Denis Melia Group Commander, Strategic Planning

Report classification:

For decision

For publication

I agree the recommended decision below.

Andy Roe

London Fire Commissioner

Date This decision was remotely
signed on 27 July 2023

PART ONE - Non-confidential facts and advice to the decision-maker

Executive Summary

This report presents the LFB Response Strategy for approval, which supports the Community Risk Management Plan 2023.

Recommended Decision

Proposed decision – the London Fire Commissioner

That the London Fire Commissioner approves the Response Strategy attached at Appendix 1 publication.

1 Introduction and background

- 1.1 The LFB Community Risk Management Plan (CRMP) 'Your London Fire Brigade' was published on 1 January 2023. To support the CRMP, a suite of strategies will be published, each describing the purpose and scope of its respective LFB service
- 1.2 In May 2022, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) wrote to the Commissioner following their inspection and made the recommendation that 'The brigade should make sure its response strategy provides the most appropriate response for the public in line with its integrated risk management plan.' (HMI Plan Ref 18 – Effectiveness). This strategy is written in part as a response to that recommendation.

2 Objectives and expected outcomes

- 2.1 The Response Strategy is a 3-year strategy (with annual review points) and has been produced by Strategic Planning staff on behalf of the Deputy Commissioner for Operational Preparedness and Response, in collaboration with all Assistant Commissioners and Business Intelligence. It can be found in Appendix 1.
- 2.2 The Response Strategy will sit beneath the CRMP and will inform the provision of the Response service by LFB and activities in line with the strategy. It will also relate to Borough Risk Management Plans and Station plans.
- 2.3 **The intended audience for Service Strategies are subject matter experts (SME) and are not aimed at an external audience. Communications will also support the development of a high-level understanding of the service strategies among staff.**
- 2.4 **All the service strategies will follow the same format and be published in a standard designed template. Some final editing will be required to align all the strategies to the standard format and proof reading will be done at that stage.**

3 Equality comments

- 3.1 The LFC and the Deputy Mayor for Fire and Resilience are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

- 3.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 3.3 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 3.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 3.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 3.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- tackle prejudice
 - promote understanding.
- 3.8 This strategy is driven by the Community Risk Management Plan and the Assessment of Risk, both of which have an assessment of their equalities impact. The strategy identifies the services and actions that will be taken to mitigate the impact of risk on the communities we serve, informed by an understanding from the equalities impacts about communities that are disproportionately affected by risk. Equality impact assessments are also undertaken at the delivery level, for example, to shape the activities and engagement at a local level through the borough risk management plans. As a result, there is no equalities impact assessment on this strategy.

4 Other considerations

Workforce comments

- 4.1 A positive impact is anticipated by way of the CRMP's Commitment 5 which describes LFB's drive to 'better train and equip our staff' through improvements to training systems and assets, and talent development. Commitment 5 also places a greater priority on staff health, safety and wellbeing.

Sustainability comments

- 4.2 The Response Strategy aligns to the LFB Sustainable Development Strategy. This Strategy will contribute to the protection of the environment and its resources, mitigating climate change where possible through initiatives to support Net Zero Carbon by 2030 such as the adoption of Zero Emissions Pumping Appliances (ZEPAs) at the next fleet re-fresh and ensuring that all LFB-owned officer's cars are fully electric, or hybrid powered by 2024. Responding to incidents in the quickest times possible with the right capabilities should result in less damage to the natural and built environments, less emissions of harmful gases and particulates into the atmosphere and less use of water and other extinguishing media. The minimisation and management of water run-off and other pollutants at fires and other incidents attended by LFB, and other environmental protection measures will continue to be priorities for incident commanders at all levels.
- 4.3 Where any new policies and/or corporate projects arise, they are subject to the Brigade's sustainable development impact assessment process.

Procurement comments

- 4.4 There are no immediate procurement impacts though some may arise over the lifetime of this strategy and the CRMP as periodic review of risk and demand for LFB response services necessitate a need for additional or new equipment, vehicles, estate and training costs.

Communications comments

- 4.5 As set out in the Engagement Strategy 2023, engagement activity will be designed to support the delivery of the Response Strategy over its lifetime. This includes borough and station level activities to highlight the local risk profile and LFB local plans developed in response to those risks. This engagement will include post-incident response following incidents.

5. Financial comments

- 5.1 This report presents the Response Strategy for approval. The Response Strategy is to align with the LFC's Community Risk Management Plan (CRMP), with Response being one of the six services identified in the CRMP. The Strategy also aligns to the eight commitments in the CRMP.
- 5.2 The Strategy includes a number of improvements, against the commitments as well as in Section 5, and it is expected that these will be delivered within existing resources. Should any requirement for additional resources be identified during the life of the Strategy a business case for these resources would be required, and this would then be considered as part of the budget process and the governance arrangements. As part of this consideration there would be an expectation that any flexibility within existing resources would be used where appropriate before submitting any bid for additional resource.
- 5.3 Work is ongoing more widely between Finance Department and Transformation Department, and as part of the budget process, to assess how the CRMP will be resourced (financially and non-financially) and the timing of doing so across the length of the CRMP so there is longer term planning in place. The Response Strategy will be a significant element of that work.

6. Legal comments

- 6.1 This report seeks the LFC's approval of the LFB Response Strategy ('Strategy') set out at Appendix 1. The Strategy supports the Community Risk Management Plan.
- 6.2 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner ("LFC") is established as a corporation sole with the Mayor appointing the occupant of that office.
- 6.3 Section 1 of the Fire and Rescue Services Act 2004 states that the LFC is the fire and rescue authority for Greater London.
- 6.4 Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the LFC specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
- 6.5 By direction dated 1 April 2018, the Mayor set out those matters, for which the LFC would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor").
- 6.6 Paragraph 3.1 of Part 3 of the said direction requires the LFC to consult with the Deputy Mayor as far as practicable in the circumstances before a decision is taken on (inter alia) any "[c] decision that can be reasonably considered to be novel, contentious or repercussive in nature, irrespective of the monetary value of the decision involved (which may be nil)".
- 6.7 The decisions recommended in this report are considered to be 'novel, contentious or repercussive' and therefore the Deputy Mayor must be consulted before a final decision is taken.
- 6.8 Section 327A(5) of the Greater London Authority Act 1999 ('GLA Act') requires the LFC to secure that the London Fire Brigade is efficient and effective. The Mayor must hold the LFC to account for the exercise of its functions in accordance with Section 327A(8) of the GLA Act.
- 6.9 When carrying out his functions, the LFC is required to "have regard" to the Fire and Rescue National Framework prepared by the Secretary of State ("Framework") (Fire and Rescue Service Act 2004, section 21).
- 6.10 The production of an Integrated Risk Management Plan (IRMP) is a requirement of the Framework. In line with guidance from the National Fire Chiefs' Council, the LFC refers to the IRMP as a Community Risk Management Plan (CRMP).
- 6.11 The LFC's CRMP sets out that, "Where needed, we will produce supporting strategies or more detailed plans, for example to be clear about our prevention work." The strategy attached to this report is identified in the section of the CRMP sub-titles 'Our response to risk' as one of our

statutory services.

6.12 The core requirements on the LFC in regard to 'response' are set out in the Fire and Rescue Service Act 2004 at sections 7, 8 and 9 and The Fire and Rescue Services (Emergencies) (England) Order 2007. This legislation requires the LFC to make provision for the purposes of extinguishing fire, protecting life and property in the event of fires, rescuing people in the event of road traffic accidents, protecting people from serious harm, to the extent that it considers it reasonable to do so, in the event of road traffic accidents, removing chemical, biological, or radio-active contaminants from people in the event of an emergency, and make provision for the purpose of rescuing people who may be trapped and protecting them from serious harm in an emergency involving the collapse of a building or other structure or an emergency (falling within section 58(a) of the Fire and Rescue Services Act 2004) which involves a train, tram, or aircraft.

6.13 The strategy attached to this report aligns with the CRMP and sets out the LFC's strategy for response in accordance with its statutory duties.

List of appendices

Appendix	Title	Open or confidential*
1	Response Strategy	Open

Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form: NO

OFFICIAL

Appendix 1
Response Strategy 2023 –
2026 – (V 1.0)

1. Introduction

CRMP

The London Fire Commissioner's strategic ambition for London Fire Brigade (LFB) is to be trusted to serve and protect London. How we will achieve that is set out in our Community Risk Management Plan (CRMP), which is our Integrated Risk Management Plan, in accordance with the requirements placed on us by the requirements of the Fire and Rescue National Framework for England. Protection is one of the six services that will support delivery of that strategic ambition. There will be a strategy for each of those services which will provide more detail on our ambition for that service.

We define response as being the work we do to provide a response to fires, road traffic accidents and other emergencies.

The services strategies work together to deliver integrated management of the risks identified in our Assessment of Risk (AoR). There are connections between them and as we develop our approach to these strategies, we expect these links to become stronger. They are all three-year rolling strategies that we will review each year, once we have completed our annual revision of the AoR.

The CRMP seeks to make the Brigade more community-focussed and service-led. By this we mean firstly, that we will not only seek to make people safer, but also to feel safer and to do that we will engage with communities to better understand their lived experience and how it can shape our services. Service-led means that we will focus our support functions and internal services on enabling our front-line staff to deliver the services set out in these strategies; we refer to these as our enabling strategies.

All of our strategies are delivered through delivery plans, which exist at a corporate, department, borough and station level. Projects and initiatives that are intended to deliver transformative change are managed through the programmes in our change portfolio. This diagram sets out that relationship.

From strategy to delivery

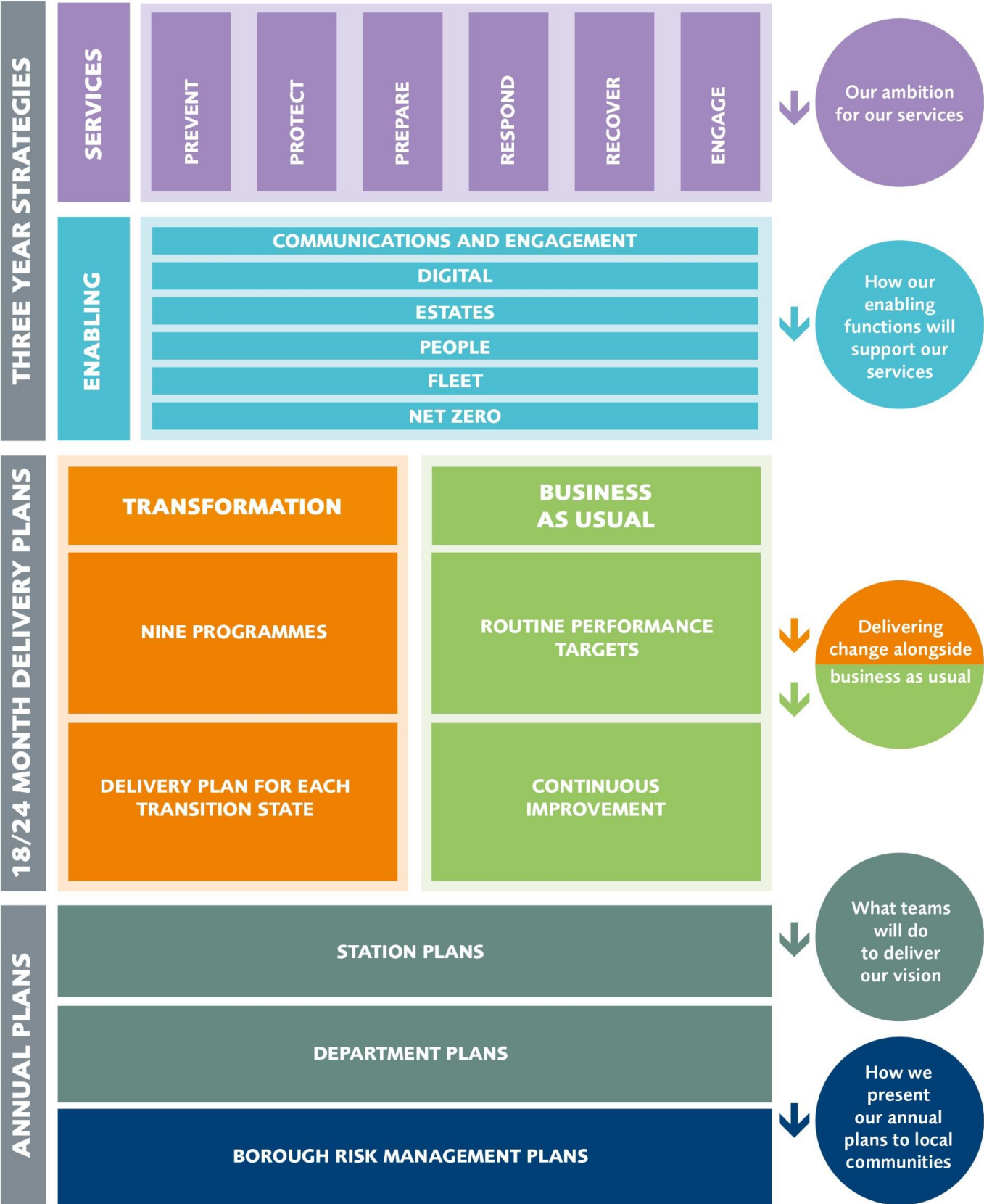


OUR VISION

To be trusted to serve and protect London



Our CRMP: Your London Fire Brigade, sets out our ambitions for the next seven years



Response services – Strategic Objectives

This Response Strategy sets out the bases, principles and objectives that define, inform and support the delivery of the 'Response' service component of the London Fire Brigade (LFB) Community Risk Management Plan (CRMP) for London 2023 – 2029, 'Your London Fire Brigade' (hereafter, the CRMP). This strategy also describes why such a strategy is necessary both in terms of its position in a hierarchical approach to risk management and in terms of the Brigade's discharge of its legal obligations to be able to receive emergency calls from the public, mobilise our capabilities to incidents when required, and to manage our staff to safely respond to and resolve operational incidents.

From first principles, a core assumption of any effective risk management strategy, such as the CRMP, must be that the prevention of avoidable harm occurring in the first place must be the preference wherever possible. Where prevention is not possible, due to factors beyond the control or influence of LFB, then protective and/or preparative actions may then be taken to mitigate or minimise the effects of that emergency on the communities and environments of London.

Where these actions do not prevent an emergency occurring, protect the community from its harmful effects, or prepare them for it in a way that reduces risk to the lowest practicable level, it may be necessary to implement the measures provided by the LFB 'Response' Service which this strategy underpins. This document describes that strategy and its position within the suite of six service strategies that together deliver an effective risk management strategy for London.

As London continues to evolve the character of the risk it presents will also continue to change. This strategy may also therefore undergo periodic change to ensure that it remains a suitable and sufficient response to that changing risk.

Response services remain a critical capability for London Fire Brigade and the communities of London. The objectives listed below set out below LFB's ambitions for change for the delivery of our Response services. We will continue to periodically review and where possible improve our Response capabilities throughout the lifetime of the CRMP. Initially, our ambitions for improvement will be based on the objectives set out below.

We will ensure that:

- Staff continue to be trained and equipped to respond quickly to incidents with the capabilities that will provide the best possible outcomes for individuals and communities. This will include the acquisition and maintenance of the competencies and skills required for all roles that have a function in the delivery of every element of the Response service. This will include staff involved in the receiving of emergency calls and mobilising LFB capabilities by Brigade Control, all skills required by firefighters in their core and any specialist roles (e.g. turntable ladder operator, boat crew skills etc.) and those command and specialist skills required by senior officers in the rank of Station Commander (SC) and above. Training will continue to incorporate knowledge and information received by the Brigade considering internal and external operational learning groups and from post incident inquiries and reports e.g. the Manchester Arena Inquiry.
- Communities can easily access response service through a range of channels, principally the 999 emergency telephone service though the use other channels may be considered.
- Communities will be actively encouraged to supply feedback to the Brigade so that we can improve our services.
- During the lifetime of the CRMP LFB will consider how to build further resilience and flexibility into our mobilising arrangements.

2. Context

Assessment of Risk

The Assessment of Risk (AoR) for London is the London Fire Commissioner’s (LFC’s) response to the requirement set out in the Fire and Rescue National Framework for England 2018 to ‘identify and assess the full range of foreseeable fire and rescue related risks their areas face’. The AoR captures and rates these risks and is a key underpinning foundation to the CRMP.

The table below shows a summary of the risks identified by the LFC as foreseeable in London and which fall within the remit of LFB to prepare for. The table positions each identified risk based on the likelihood of that type of risk being realised and the potential severity should such an event occur. It further sub-categorises the risks as Extraordinary Risks, Fire incident and ‘Non-fire’ incidents (‘involving’, with brief descriptors of some different circumstances in which those fire types could occur).

Composite Summary of highest risks from LFB data by location (black text) and London Risk Register (white text)

Consequence	5	Fire involving warehouses and bulk storage Fire involving manufacturing and processing plants	Fire involving landfill or wasteland Non-fire incidents involving outdoor water and boats	Fire involving rural land (urban rural interface) Non-fire incidents involving trains and transport buildings T7 larger Scale CBRN Attacks	Fire involving purpose-built flats Non-fire incidents involving road vehicles and urban infrastructure	
	4		R68 High Consequence Dangerous Goods, L54b Fires in large public and commercial buildings	Fire involving converted flats or HMOs Fire involving care homes and specialised living R83 Surface Water Flooding L21 Fluvial Flooding	Fire involving houses and bungalows	
	3			Fire involving offices and call centres Fire involving short stay accommodation Fire involving retail outlets Fire involving food and drink outlets R91 Low temperatures and heavy Snow L19 Groundwater Flooding, HL19 Coastal/Tidal Flooding	Fire involving private garages and sheds R54 Major Fire R63 Accidental Release of a Biological Substance, L54a Fires in purpose built high-rise flats T2 Attacks on Infrastructure T3 Attacks on Transport T6 Medium Scale CBRN Attacks	
	2					
	1					
		1	2	3	4	5
Likelihood						
Extraordinary risk likelihood rating <i>probability of occurring within London within next 12 months</i> 1. Less than 0.2% chance of occurring 2. Between 0.2% and 1% 3. Between 1% and 5% 4. Between 5% and 25% 5. More than 25%				Fire/non-fire incident risk likelihood rating <i>likely frequency of incidents occurring within London</i> 1. Between one a year and once a week 2. Between one a week and one a day 3. Between one and five a day 4. Between five and twenty a day 5. Twenty or more a day		

The Response Strategy reduces risk by responding to incidents in the timeliest way possible and making appropriate interventions to those incidents. This may mean making an emergency response including the deployment of physical LFB capabilities or could take the form of advice, assurance or referral to another more appropriate agency.

Statutory Requirements and National Standards

As stated above, the National Framework Document 2018 provides the main remit for LFB to assess foreseeable risk and plan a response to those risks. Additionally, the following pieces of legislation and national standards also either require the LFC to make provision for securing an ability to respond to emergencies and deploy appropriate capabilities to deal with them or require the LFC to be compliant with them when making their arrangements:

- Fire and Rescue Services Act (FRSA) 2004
- The Fire and Rescue Services (Emergencies) (England) Order 2007
- Fire and Rescue Service National Framework for England (2018)
- Equalities Act 2010
- Civil Contingencies Act 2004
- Human Rights Act 1998

Additionally, over the lifetime of the CRMP the LFC may consider the requirements of the National Fire Chiefs Council (NFCC) Operational Readiness Fire Standard and their interpretation and potential adoption by LFB.

Discretionary Use of LFB Response Capabilities

There are circumstances in which LFB may deploy and use its Response capabilities to attend incidents and assist the communities of London or other agencies that are not directly related to the discharge of its statutory duties. These may include (but are not limited to):

- Attending incidents of person Collapsed Behind Locked Doors (CBLD)
- Assisting police with searching for high risk missing persons (Op Hasani)
- Responding to wide area flooding
- Participating in or supporting deployments of USAR capabilities under the ISAR framework
- Deployment of non-emergency resources to support other FRS or police services e.g. Fire Investigation dog capability.

Decisions to use LFB capabilities for these or any other discretionary activities are either captured in existing guidance or will be made at the time of the request by the Brigade duty officers at the time (Duty AC, Duty DAC, Duty NILO Etc.). Each decision will be judged on a case by case basis with due regard being given to other prevailing demands at the time the request is made to LFB.

Assurance Recommendations

This strategy addresses the following recommendations made to LFB by His Majesty's Inspectorate for Constabularies and Fire and Rescue Service (HMICFRS):

Plan Ref.	HMI Pillar	Area for Improvement
HMI 18	Effectiveness	The brigade should make sure its response strategy provides the most appropriate response for the public in line with its integrated risk management plan.
HMI 19	Effectiveness	The brigade should make sure its operational staff have good access to relevant and up-to-date cross-border risk information.
HMI 20	Effectiveness	The brigade should make sure cross border risks are made known to crews. It should run a programme of over the border exercises, passing on the lessons learned from these exercises.

HMI 21	Effectiveness	The brigade should make sure all frontline staff, and not just specialist response teams, are well protected and well prepared for being part of a multiagency response to a community risk identified by the local resilience forum, including a marauding terrorist attack. It should make sure that all staff understand its procedures for responding to terrorist-related incidents.
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HMI 18 will be met by the production, approval and internal publication of the strategy described in this document.

HMI 19 will be met by continuing to develop the use of Resilience Direct (RD) for the sharing of cross-border risk information. Future adoption of automated systems to replace RD may be explored if sufficient numbers of neighbouring FRS were to adopt compatible products.

HMI 20 will be addressed by the effective implementation of HMI 19 coupled with a program of exercises carried out with neighbouring FRS at risks that have the potential to attract attendance by LFB and other FRS should an incident occur there.

HMI 21 has and will continue to be addressed by the continued delivery of Marauding Terrorist Attack (MTA) training to all frontline staff and the expansion of the capability onto all frontline fire appliances.

Meeting the Mayor’s priorities

This strategy supports the following London Mayoral priorities:

Be community-focused and service-led to:

Make the best use of our fire stations by opening them up to the public, ensuring they are inclusive buildings, where every Londoner feels safe.

Whilst this strategy does not respond directly to this priority, the delivery of it will be carried out primarily by the people and assets based at our fire stations thereby adding value to each of those components by using them to support the delivery of multiple LFB strategies.

Adapt to change and be driven by outcomes to:

Our response vehicles, which will include the progress of the Zero Emissions Pumping Appliance (ZEPA) project which will deliver a fleet of response vehicles powered by clean energy sources. This supports the London Mayor’s target of making net zero carbon in London by 2030. This also includes making all LFB owned officer’s cars fully electric by 2024.

Global London and its infrastructure to continue to recover from the pandemic by preventing disruption and help to protect against further shocks by working with blue light partners to reduce the risk presented by marauding terror attacks and other major threats to the Capital.

3. Where we are now

The Response service is one in a suite of six services* set out in the CRMP that together provide the risk management strategy with which LFB addresses those risks identified by the Assessment of Risk (AoR) for London before, during and after an emergency occurring. Your London Fire Brigade sets out the intentions and means to achieve, through the effective and timely application of those six services the effective risk management of those fire and rescue related risks that are presented to Londoners and are addressable by the CRMP and the Assessment of Risk for London. This

Response Strategy addresses the risk that remains where the application of preventative and protective measures has not been able to prevent an emergency occurring.

*The remaining five services are Prevention, Protection, Preparedness, Recovery and Engagement.

Attendance Targets and the Principle of Equal Entitlement

LFB operates a single range of attendance targets for all areas and communities of London. This principle is termed by LFB as 'equal entitlement'.

Fire cover in this context relates to the speed and weight of delivery of standard fire appliances to an incident. (In LFB terminology this means pumps and pump ladders (Public understanding may commonly identify these assets as 'fire engines').

The attendance targets comprise the following four aims:

We aim:

- To get the first fire engine to an incident at a Pan-London average of 6 minutes
- To get the second fire engine to an incident at a Pan-London average of 8 minutes
- To get a fire engine anywhere in London within 10 minutes 90 per cent of the time
- To get a fire engine anywhere in London within 12 minutes 95 per cent of the time

This standard does not apply to any special appliances such fire rescue units, aerial appliances, fire boats or any other capability that may be considered under this strategy. If their attendance is required at an incident, then under normal circumstances those showing on the mobilising system as having the shortest travel time to the incident will be mobilised.

4. What we will improve

Aim: To protect Londoners from highest risk incidents.

We will:

- Continue to make improvements to the organisation, resilience and systems in our Brigade Control room. These will further improve our abilities to interact with callers and elicit incident information quickly and accurately allowing Control operators to mobilise the right capabilities to the incident in the shortest time possible. The continued exploration and adoption of systems such as 999Eye and What3Words will give Control staff a real-time view of callers and incidents locations allowing them to make a more informed assessment of the location, type and extent of the incident and the capabilities need to resolve it. Other improvements will include the introduction of the role of Control Commander by the end of 2023. This will ensure command from the moment the Brigade receives a call and support the opportunity to maintain contact with callers where appropriate until Brigade resources are present at the incident. Learning from incidents in London and the wider fire and emergency sectors will see training for Control staff also improving with high rise, MTA and COMAH sites all being included watch training programs.
- Continue to make improvements in our capabilities to respond to London's highest risks by upgrading and introducing new equipment and training. This will include creating and taking opportunities to train and exercise

with blue light, local authority and other partners to develop and test all facets of emergency response under the Joint Emergency Service Interoperability Principles (JESIP). LFB will also introduce new and updated Breathing Apparatus (BA) equipment, new Command Unit (CU) vehicles and new fire ground radios with associated repeater units thereby improving firefighter and public safety and enhanced command, control and communication functions on the incident ground.

- Make sure that our firefighters have the necessary skills, equipment and vehicles to protect London, its people, and to work safely. This will be underpinned by placing a greater emphasis on operational training by means of centralised individual and watch-based training activities. Managers at all levels in the operational management structure will regularly review the training attainment of their staff give the support need to achieve improved outcomes where that is required. LFB will ensure that all stakeholders understand that time spent on training is a measure of productivity that must be given the highest possible priority after operational response and safety activities.
- Carry out a comprehensive review of our provision of operational senior officers (Station Commanders up to Brigade Managers) in respect of incident command, specialist and Brigade management roles.
- Become more flexible in how we deploy our operational resources so that we can continue to provide an excellent response, whatever the future holds. This will be informed by all possible sources of organisational learning and feedback from individual incidents and periods of extreme demand for our response services. This may include reviewing the provision and location of pumping and special appliances e.g. Fire Rescue Units (FRUs) and aerial appliances. Such reviews may also be mindful of the value of local knowledge held by crews attending incidents at risks with which they are familiar.
- Review the provision of our specialist appliances so that they deliver the right capabilities and are in the best locations to deliver enhanced firefighting and rescue capabilities where required.
- Develop more proactive support for communities before, during and after an incident, so that you receive the right support and advice, and can access other services to make you safer.
- Improve the speed at which we adopt the most modern fire and rescue technology and tactics, to enable us to respond better to all types of emerging risk such as the risks from electric vehicles and lithium-ion batteries. This will be enabled and supported by maintaining an outward and forward looking stance in respect of local, national and global risks and trends and strategies and tactics that are developed and employed in response to them for example emerging energy sources such as lithium-ion batteries and hydrogen vehicles.
- Work with neighbouring services and partners to anticipate future needs, such as risks from climate change, so that we can adapt our response strategy and prepare for increases in future extreme weather events, such as urban wildfires and flooding.
- Continue to prepare for terrorist and other high-threat incidents. This will include fully embedding our response to marauding terrorist incidents. This will be achieved by continuing to build on the ability of LFB to respond quickly to these incidents with sufficient speed and weight of capability to maximise the survivability of affected Londoners and visitors who may have become victims during such an attack. This development will continue to draw on learning from public inquiries, international terrorist incidents, information shared with LFB through other sources such as Joint Terrorism Analysis Centre (JTAC) updates and through information provided by LFB officers embedded with Metropolitan Police Service (MPS). This approach will enable the LFB to continue to review, and, where necessary, improve our organisational posture towards these threats. LFB will continue to work with partners to develop our knowledge and capabilities for all other types of terror threat including Chemical, Biological, Radiological, Nuclear and conventional Explosive (CBRN [E]) attacks.

- Build on elements of our excellent work with the London Ambulance Service during the COVID-19 pandemic to increase London’s resilience during major incidents.
- Continue to identify and exploit opportunities to better support our communities and partners through the flexible deployment of our response assets by exercising the provisions set out in sections 11 and 12 of the FRSA 2004 (Power to respond to other eventualities and Other services). This will include maintaining LFB’s attendance alongside the London Ambulance Service (LAS) at incidents of persons Collapsed Behind Locked Doors (CBLD) and continuing our support to searching for high-risk missing persons alongside police and other partners.
- Increase the number of major incident and cross-border exercises with partners so we are fully prepared for low frequency, high-risk events.
- Anticipate and plan for the occurrence of reasonable worst case scenarios whereby multiple pressures occur simultaneously e.g. extended periods of hot and dry weather leading to higher propensity for wildland and other fire types, overlaid with an increased incidence of faulty water mains due to drying out of ground against a backdrop of higher than normal staff absence due to summer period leave taking. LFB will continue to plan for such occurrences and may employ any and all of the tools available to it to manage that risk for example, cancellation of Category 1 and 2 working for officers, a phased and managed reduction in training commitments to free up additional staff for operational cover and forward positing of capabilities to cover particular risks.
- Continue to provide contributions to National Resilience , including Urban Search And Rescue (USAR), Detection Identification and Monitoring (DIM), High Volume Pumps (HVP), flood response and MTA capabilities (including maritime response). LFB will continue to be proactive in seeking and identifying opportunities to further support partners nationally whenever possible.
- Continue to support discretionary use of LFB resources to support emergency response to areas outside the UK for example through ISAR or Joint Overseas Protect and Prepare (JOPP).program.

Linking the Response Strategy to our CRMP Commitments and Programmes

The tables below show how the ambitions for transformation and improvement of the services offered as part of the response strategy align with the commitments set out in our CRMP.

Commitment 1 - We will work with you to provide localised services that meet your needs	
In this commitment, we want to not just influence partnerships with other organisations but also lead them.	
We want to formalise the way we partner with other organisations, such as housing associations, carers’ organisations, health and social care providers, day centres and voluntary bodies, so we can easily work with them to improve the safety of the people they support.	
We also want to shape policy and improve effectiveness through these partnerships.	
It is vital we gain an understanding of the built environment and risk across London to support wider societal priorities such as sustainability.	
How we will deliver commitments in Your LFB	
Using technology to support local delivery –	<i>Staff will continue to visit key local risks (such as high-rise buildings and COMAH</i>

<p>Technology will be used to enable local Brigade staff to easily capture and share local risk information to enhance prevention, protection, and response services.</p>	<p><i>sites) and update the ORD database to continuously improve the information available to response crews should an emergency occur at that site. This will also extend to ensure that where necessary this includes the sharing of risk and hydrant information with neighbouring FRS.</i></p> <p><i>We will also continue with the use of 999Eye to provide improved early situational awareness at incidents.</i></p>
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<p>Further Improvements</p>	
<p><i>Programme 1 supports the Response Strategy by the introduction of the One Risk project and digital risk applications.</i></p>	

<p>Commitment 2 – We will make it easy for you to access our services</p>	
<p>In this commitment, we’re moving away from one-size fits all, to tailoring our approach to meet your needs. In doing so we will become more accessible and inclusive. We want to increase public access and understanding of the services we provide, and their value. We want to improve how we can meet your needs by finding out how we can adapt our services to suit you.</p>	
<p>How we will deliver commitments in Your LFB</p>	
<p>Non-emergency line – You will be able to access services through a broader range of methods and get non-emergency preparedness, response and recovery services for advice and reassurance.</p>	<p><i>We will introduce a non-emergency contact line to enable the public to receive a prompt response from LFB to non-emergency queries and requests concerning preparedness, response and recovery. The line would perform the role of ‘one stop shop’ that would direct the caller to the right service for them on the basis of a single phone call but would not place additional demand in the 999 emergency service.</i></p>
<p>Community-led fire stations – We will place our fire stations at the heart of your communities to ensure we are accessible and inclusive to all Londoners so that everyone can access our prevention, protection, and response services.</p>	<p><i>Through the delivery of Borough Risk Management Plans (BRMPs) and station plans, we will ensure that our fire stations are central to their communities and are adapted to the needs of their local communities.</i></p>
<p>Further Improvements</p>	

Program 2 supports the Response Strategy by the introduction of a non-emergency contact channel and by promoting the use of the LFB estate to the public and partners, making it central to the communities where it is situated and serves.

Commitment 3 - We will adapt our services as your needs change

In this commitment, we want to become more proactive and flexible. We want to meet you and your communities' evolving needs, while predicting future needs.

We will also deliver a fit-for-purpose service based on evidence. This will improve our ability to respond to new risks such as those relating to the built environment and climate change.

How we will deliver commitments in Your LFB

Future fit – We will look to the future to ensure we are able to adapt our prevention, protection, and response services to the evolving needs of London's communities.

LFB will continue to be outward facing and to learn from local communities, national, international and multi-sector experience to review our own practices and wherever possible adapt our capabilities to face emerging and future threats and hazards.

Adapting to changing demands – We will find underlying trends in our services and forecast to ensure we adapt our prevention, protection, and response services for future demands.

LFB will continue to make better use of forecasting to assess and plan for periods of high demand in terms of either operational demand or internal resourcing factors.

Predicting future needs – We will use advanced modelling techniques to enable us to adapt our prevention, protection, and response services to changing risks.

LFB will continue to work with key suppliers to ensure that the most accurate and current data available is used to assess future growth and development in London and to ensure that our response service will continue to meet the needs of that evolving community.

Replacement mobilising system – We will improve the way we mobilise and coordinate our response services to improve outcomes for you.

Replacement of the existing mobilising will provide the opportunity for the Brigade to improve the level of service it offers when receiving emergency calls from the public and deploying response assets.

Incident management improvements – Our command units, breathing apparatus (BA) and radios will be enhanced for improved incident management and response.

The Command Unit, BA and radio projects are well developed and will see the delivery of new MSA BA sets within the first year of this response strategy.

Modern fire and rescue technology, training, and tactics – Cutting edge fire and rescue technology and tactics will be

Procurement and adoption of modern technologies such as Positive Pressure Ventilation, high pressure water lances and fog spikes may be adopted to improve our

adopted to improve our response services according to your needs.	<i>operational response and promote quicker and better resolutions at operational incidents.</i>
Shared situational awareness – We will improve the sharing of information at operational incidents within the Brigade, and with partners to improve our response services.	<i>The forementioned radio project, and further development of capabilities such as drone technology will improve our own effectiveness and enable us to provide better support to partners e.g. the use of LFB drones to search for and locate high-risk missing persons.</i>
Caller awareness – We will offer you more support when you make a 999 call to help you give us the information, we need to assess risk and provide better response services.	<i>Continued use of products such as 999Eye and What3Words will enable callers to give more accurate and timely information to Brigade Control improving the situation for themselves and others in distress.</i>
Further Improvements	
<i>Program 3 supports this strategy with the introduction of horizon scanning function to better align services to the needs of their communities, the introduction of new firefighting technology and by improvements to caller and operational awareness.</i>	

Commitment 4 – We will design services around your needs and concerns	
In this commitment, we want to move from being focussed on targets to being focussed on outcomes.	
We will deliver our services according to your needs.	
We will improve how we communicate our services to London’s communities.	
We will support the wellbeing of our communities after an incident has occurred.	
How we will deliver commitments in Your LFB	
Improve awareness of our services – We will do more to promote our prevention, protection, and response services so that everyone is aware of what we offer, how to access them and the value these bring to London’s communities.	<i>Through the engagement carried out with our communities to promote BRMPs, we will speak to our communities and take their views and needs into account when shaping London-wide and local services.</i>
Live incident updates – We will support you during our response to an incident by sharing guidance and signposting you to other organisations if necessary.	<i>We will continue to improve the end-to-end care that we offer to the community following an incident by making sure that affected members of the community are handed to or put in touch with the agency</i>

	<i>who can most appropriately facilitate early recovery.</i>
Further Improvements	
Program 4 supports the Response Strategy by providing live incident updates to communities during incidents and by proactive, continued support through all stages of an incident.	

Commitment 5 - We will enable our people to be the best they can be, to serve you better	
<p>In this commitment, we will be learning from you to develop a shared understanding of excellence.</p> <p>We want to better train and equip our staff to provide you with the services that you need.</p> <p>We will do this by investing in them through modern training systems and assets.</p> <p>We will improve the provision of our prevention, protection, and response services by developing, tracking, and allocating skills, capability, and experience according to need and risk.</p>	
How we will deliver commitments in Your LFB	
<p>Flexible workforce and deployment– According to your needs, we will increase our ability to deliver services flexibly to meet operational demands whilst being flexible to wider social changes.</p>	<i>We will continue to explore and develop options for flexing the delivery of our response capabilities by ensuring that our staff have the most up to date skills and competencies including those needed for the employment of new firefighting tactics and technologies.</i>
<p>Organisational Learning Model – We will improve our ability to learn together and develop so we have the right skills to meet your needs.</p>	<i>We will ensure that the organisational learning model is designed to give the best possible occupational development and training to all staff.</i>
<p>Staff wellbeing – We will improve staff wellbeing and be inclusive of all diverse needs.</p>	<i>We will be mindful of the particular issues that may emerge from an older operational workforce than has historically been the case and the need to take care of and promote mental wellbeing amongst all staff.</i>
<p>Staff safety– Staff health and safety will be better prioritised, and we will ensure proper measures are in place to support our staff members throughout their careers.</p>	<i>This will include the promotion of safe practices around firefighter contamination.</i>
<p>Leadership development – We will deliver a suite of leadership courses for all staff to</p>	<i>We will develop staff at all tiers of management in all aspects of their role</i>

enhance leadership throughout the organisation.	<i>including Control and operational incident management where relevant.</i>
Further Improvements	
<p>We recognise that we cannot provide the best service possible unless we have the trust of our communities. We believe that practising equality in all that we do and having a workforce that is reflective of the people it serves will help build that trust.</p> <p>We will explore alternative routes to recruitment to increase the diversity of our operational workforce.</p> <p>We will explore how alternative models of service provision, such as volunteering, could increase interest in our operational roles from those communities who are currently under-represented in our workforce.</p> <p>Program 5 will also support this strategy through enhanced training and enhanced workforce planning.</p>	

Commitment 6 - We will work together to provide the best possible services to meet your needs
<p>In this commitment, we want to ensure we are working as one Brigade, ending any siloed working.</p> <p>We want to have a culture that learns from its people and the people it serves.</p> <p>We want to be set up for success by empowering leaders at all levels in the organisation.</p> <p>We want to improve collaboration across all our functions and create effective service delivery.</p> <p>We will deliver services based on outcomes, while keeping our current performance standards.</p> <p>We will learn from our communities and support local leaders to respond effectively to community risk.</p>
How we will deliver commitments in Your LFB

<p>Improve collaboration – We will work with our partners and other parts of the Greater London Authority to deliver more value and reduce the risk of duplicated effort.</p>	<p><i>As above, we will continue to look for opportunities to improve our offer to the community through collaborating to achieve improved outcomes where LFB capabilities are able to add to effective incident response e.g. searching for high-risk missing persons.</i></p>
<p>Further Improvements</p>	
<p><i>Program 6 will support this strategy by improving our back-office processes to better support the service delivery in our communities by streamlining access and reducing duplication of effort.</i></p>	

<p>Commitment 7 - We will be driven by evidence to give you the value you expect</p>	
<p>In this commitment, we respond to Londoners’ expectations by improving our efficiency, knowing what works, and using your money effectively to improve your safety. We will do this by moving from being very experience-led to becoming more evidence-led. We want to improve workforce productivity and use this to achieve more efficient and effective use of our resources and risk management. We also want to drive efficiencies that support value-for-money and enable us to re-invest efforts to enhance the effectiveness of frontline delivery.</p>	
<p>How we will deliver commitments in Your LFB</p>	
<p>Measure outcomes – We will be held to account for the value of the services we deliver and quality of our prevention, protection, and response service provision.</p>	<p><i>We will be held to account for the delivery of our response capabilities with the timeframes set out in the CRMP and repeated in BRMPs.</i></p>
<p>Further Improvements</p>	
<p><i>Programme 7 links to this strategy by striving for greater quality and value of service provision to our communities.</i></p>	

<p>Commitment 8 – We will work with other organisations to secure a safer future for everyone</p>	
<p>In this commitment, we want to not just influence partnerships with other organisations but also lead them. We want to formalise the way we partner with other organisations, such as housing associations, carers’ organisations, health and social care providers, day centres and voluntary bodies, so we can easily work with them to improve the safety of the people they support. We also want to shape policy and improve effectiveness through these partnerships. It is vital we gain an understanding of the built environment and risk across London to support wider societal priorities such as sustainability.</p>	

How we will deliver commitments in Your LFB	
Adopt National Operational Guidance (NOG) – We will fully integrate national guidance into London Fire Brigade to deliver our services to national standards.	<i>We will, in a phased and controlled way, introduce National Operational Guidance as the foundation of all of LFB’s operational guidance.</i>
Net-zero 2030 – We will deliver environmentally sustainable outcomes for London through adjustments to the way we deliver our services.	<i>We will have an entirely carbon-neutral fleet of fire appliances by 2030. The next cycle of fire appliance replacement will have this requirement at its core.</i>
Further Improvements	
Programme 8 supports this strategy by delivering on the introduction of National Operational Guidance, improved procurement and supporting the move towards carbon net-zero, especially through the delivery of the ZEPA project.	

5. Measuring Success

Measuring the success of the Response Strategy will be based on a number of Key Performance Indicators that are either already in service as elements of the suite of current Service Standards or are metrics that are currently (June 2023) being developed and may be adopted.

Attendance times, completion of training and ridership and skill levels being met may all be used as metrics to measure the success of elements of either the preparation for or delivery of the response strategy.

6. Term and Review

This strategy is written for a three-year period commencing from July 2023. Review will be carried out yearly following the annual review of the AoR or on an ad hoc basis if a change in circumstances or significant event indicate that a review should be carried out sooner.